

City Life

**29 Strategic
Initiatives**

N E W A R K
COLLABORATION
G R O U P

City Life

29 Strategic Initiatives

Prepared by the
Strategic Planning Committee

Newark
Collaboration
Group

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Identification of Proposed Neighborhood
Treatment Areas

Strategic Initiatives for Newark's Future

The spirit of the City is in the vitality of its people. In Newark, the latest demonstration of its spirit and vitality is evident in the efforts of the Newark Collaboration Group to develop strategic initiatives for the City's future. The Collaboration set for itself the goal to undertake a strategic planning project to guide change in the last half of the 80's.

The basic realities of change and limited resources require careful choices. The present situation of Newark in the 1980's presents new opportunities which are emerging. There is a need for Newark to seize the moment and move toward its future. A Strategic Planning approach was chosen because it provides a systematic way to manage the change and help shape the best possible future. It is a dynamic process for identifying and accomplishing the most important tasks vis-a-vis strengths and weaknesses, threats and opportunities.

Basic to the consideration to achieve strategic planning for Newark is the emphasis on implementation. Strategic planning as accomplished by The Collaboration Project will aid the city to focus on the directing of available resources to the critical issues. The development of the plan sets the stage for subsequent implementation.

The key characteristics of Strategic Planning are these:

- 1 To recognize the differing needs, strengths, and weaknesses in various areas of the city and to concentrate on priority issues.
- 2 To direct the limited available resources for maximum returns.
- 3 To be practical by developing short range projects which will lead to longer range results.

Strategic planning focuses on the critical issues, opportunities, and problems facing Newark. It offers the city a chance to identify the options available. It is a process which can have many benefits. One of the immediate benefits is to facilitate **the truly important decisions** which result from this project. Another benefit, perhaps less tangible, but still much to be desired, is to achieve **consensus** on key issues affecting the city's future.

This Strategic Plan details the strategic initiatives chosen in order to build on Newark's strengths, to mitigate its weaknesses, and to make "City Life" a reality to be enjoyed by every one of Newark's people.

The Spirit of the City is in the vitality of its people.

Newark is the most populous city in New Jersey with a 1980 population of 329,248 and a land area covering more than 24 square miles.

All cities experience constant transition and change, and Newark is no exception. New changes are seen daily — some good and some bad — and the City's life is affected by them. Planning for the future demands a realistic view of present trends and economic conditions. It also demands that current opportunities be seized in order to channel change in the right direction. This "profile of Newark" provides the basis for that planning effort.

Overview

Newark is the most populous city in New Jersey with a 1980 population of 329,248 and a land area covering more than 24 square miles. While it still enjoys status as a major city in the North east, total population declined 13.8 percent from the 1970 level of 381,930 persons, following a continuing downward trend since 1950 when total population stood at 438,000.

Recent employment data indicates a stable or slightly rising job picture for Newark and Essex County. Private sector jobs located in Newark rose from 130,600 in 1980 to 133,300 in 1984. Essex County rose from 308,200 to 318,800 during the same period. Newark's employment represents nearly five percent of total private sector jobs in the state. However, from 1980 to 1984 New Jersey added more than 300,000 jobs (a 12 percent increase) while Newark added only two percent. While short-range trends were encouraging, Newark and Essex County failed to share the substantial growth of the rest of the state.

The labor force of Newark is large, totaling 110,052 persons in 1980, but is oriented toward the public sector and away from entrepreneurial business. Approximately 76 percent of Newark's work force is employed by the private sector, while 22 percent are employed by local, state or federal government, and only two percent are self-employed. In contrast, five percent of New Jersey's total work force is self-employed and only 17 percent work for the public sector. Another area where the City profile differs from the state is the higher percent of persons 16 years and over who are not in the work force — 45 percent in 1980 compared to 37 percent statewide.

Unemployment at the time of the 1980 Census in Newark totaled 16,971 persons, or 13.4 percent of the work force. Newark's unemployed represented 7.2 percent of all unemployed persons in the state while its population was only 4.5 percent of the total. Newark's unemployment rate, although it has come down in recent years, continues to exceed county and state rates by an estimated five to seven percentage points.

The City's population in 1980 was 58.2 percent black and 11.0 percent other minorities, compared to state averages of 12.6 percent black and 4.2 percent other minorities. In addition, 32.8 percent of all persons in Newark — or one-third of the entire population — were below the poverty threshold. Of the 78,255 family households in Newark, 31,400 or 40 percent were female-headed households. Of these, 24,500 households had one or more children under 18 years of age. This population represented nearly 13 percent of all such households in the state.

Trends in the greater Newark area point to the City's continued prominent regional position but weak local economic conditions. Population loss, high percentage of low income families, and high unemployment/nonemployment rates undercut market support for housing and retail business, which in turn reduce property values and local tax revenues. In addition, like many other older urban areas, Newark has the burden of older public facilities and infrastructure. Anticipated federal aid cuts will further intensify the need for new methods to maintain city services and facilities. The challenge at this time is to counteract these negative trends and to use every opportunity for improving the City's future.

Opportunities in Newark

Positive efforts to improve conditions in Newark and its position relative to the rest of the state focus on at least three opportunities:

- 1 Local commitment to improve Newark is strong.** Many city residents, local businesses and local institutions have a firm commitment to expand their investment in Newark and to be a part of its future.
- 2 Physical resources in Newark are extensive.** Along with its regional transportation system, Newark offers new economic

development projects, new housing initiatives, new service facilities, and expansive land resources.

- 3 Human resources in Newark are gifted and diverse.** There is a network of people who have been giving themselves to volunteerism, self help, growth of educational and cultural programs, business enterprises, and neighborhood organizations throughout Newark. The goal of a self-sustaining community is still a realistic one through the mutual support of Newark's people.

Positive efforts to improve conditions in Newark and its position relative to the rest of the state focus on at least three opportunities: local commitment, physical resources, and human resources.

Current Activities

A wide range of efforts is underway in Newark to address local needs and to improve conditions for the City's residents, business community, institutions, and cultural life. Current activities include the following:

1 Economic Development

An early focus of economic development activity has been the central city and downtown district. The City of Newark, Renaissance Newark, the Greater Newark Chamber of Commerce, and the business community in general have been active in sponsoring major redevelopment projects such as the Public Service building, 1 Washington Park, and the Gateway Center complex. Recently, two markets have been opened along Mulberry Street, and the Hilton is undergoing a \$8,000,000 renovation. Transportation infrastructure improvements have been made to Penn Station and the City subway system totaling \$40,000,000. Underway also are the new Legal and Communications Center along the downtown riverfront, which totals 400,000 square feet of new office space, and the Gateway IV project. In the retail sector, the Chamber of Commerce has convened a Retail committee as a first step in stemming the area's decline, and the City has initiated a downtown facade improvement program.

Expansion of economic development activities from the downtown base is most prominent in the University Heights area, where the universities, the City and the University Heights Ad Hoc Committee have joined forces to develop a comprehensive redevelopment program. Early projects such

as dormitory construction by Rutgers University and the New Jersey Institute of Technology suggest the short range potential for redevelopment in this area.

Elsewhere in the local business areas of Newark, the City of Newark and Newark Economic Development Corporation (NEDC) have embarked on the Commercial Corridors Revitalization Program. This program has provided assistance to local merchants via Facade Improvement Grants along some of the City's major commercial corridors.

At a regional scale, the City and NEDC have joined with the Port Authority of New York/New Jersey to pursue extensive industrial development and expansion of port and airport facilities. The State of New Jersey similarly is working to provide economic development assistance through its Department of Commerce and Economic Development. The New Jersey Economic Development Authority has been active in various projects, and the new Enterprise Zone designation promises further incentives for business development. The State Department of Labor is active in funding job training and labor development programs. The State of New Jersey also administers federal funds not directly channeled to Newark by the Department of Housing and Urban Development or other federal agencies. A specific federal project is the Federal Court construction being planned near Lincoln Park.

Small business support is rendered by NEDC, the Chamber of Commerce, and the Business Consortium, which jointly administer a revolving loan fund. Local universities are working to provide technical assistance to minority and small business enterprises and have supported the business incubators program.

2 Neighborhoods

Housing is one prominent aspect of neighborhood development in Newark. Local organizations such as New Community Corporation and Vogue Housing have become initial sponsors for affordable housing. The New Jersey Mortgage and Housing Finance Agency (MHFA) has been active in sponsoring new construction throughout the City.

Housing rehabilitation has been sponsored by groups such as Urban Development Resources of Newark, Inc., and Neighborhood Housing Services of Newark, Inc. Other local agencies and organizations are also becoming active in housing rehabilitation on smaller scale projects.

Other neighborhood revitalization efforts have come from a growing list of community organizations. The largest of these multi-service agencies is New Community Corporation which is involved in housing construction, community services, and commercial development and now has over 600 employees on its payroll. Neighborhood based organizations active in the Collaboration include Tri-City Peoples Corporation, the Central Ward Coalition of Youth Agencies, Unified Vailsburg Services Organization, the Leaguers, Clinton Hill Home Owners Association, La Casa De Don Pedro, North Ward Center, North Ward Property Owners Association, and Ironbound Educational and Cultural Center.

City-wide groups in community service include Aspira, the Newark Coalition for Neighborhoods, the Rutgers Urban Gardening Program, and other local organizations. Neighborhoods are also supported by a wide range of service agencies. Major service providers include the departments of the City, the Essex County Department of Citizen Services and Human Service Advisory Council, state agencies and other service agencies such as nonprofit organizations, churches, health service providers, human service agencies, job training specialists such as the Private Industry Council, City and County job training programs, social service agencies, and cor-

porate participation in service provision. The Victoria Foundation and the Fund for New Jersey are other organizations which are active in addressing public issues in Newark.

Transportation services and planning are provided by New Jersey Transit, and the membership of the Newark Transportation Coordinating Council.

3 Educational and Cultural

Major organizations providing educational and cultural services are the Newark Board of Education and the Newark Archdiocese. The Archdiocese includes the Foundation for Educational Alternatives; St. Benedict's Academy, which is undergoing a \$7,000,000 expansion; and St. Vincent's Academy, which also is beginning an expansion program. A variety of independent schools provide alternative educational services. Higher education institutions include Rutgers University-Newark, New Jersey Institute of Technology, Essex County College, Seton Hall Law School, and the University of Medicine and Dentistry.

Newark is currently ranked 10th in the country by Rand McNally for cities with cultural and performing arts institutions. There are forty major arts and cultural organizations operating in the City of Newark. Not including commercial art activities, these organizations attract over 500,000 individuals to the City annually and have a combined operating budget of over 25 million dollars. The impact of these institutions and organizations is not just measured by the businesses which are stimulated by their existence such as restaurants, transportation, parking, shopping, etc., but also by the contribution these organizations make to the quality of life in the City of Newark.

Cultural services are provided by major institutions such as the Newark Museum, the Newark Public Library, Symphony Hall, and other nationally recognized organizations including the Newark Community School of the Arts, Newark Boys Chorus, Theater of Universal Images, Newark MediaWorks, Garden State Ballet, New Jersey State Opera, and approximately six art galleries. There are a growing number of artists now based in Newark, of whom over 190 belong to the Newark Arts Council. These artists and institutions are spread throughout the City. The Newark Preservation and Landmarks Committee has also been active throughout Newark to preserve its historical heritage.

A wide range of efforts is underway in Newark to address local needs and to improve conditions for the city's residents, business community, institutions, and cultural life.

Conclusion

The extensive listing above cannot include every organization or group which is active in efforts to revitalize Newark. The diversity of groups mentioned points to the many individuals involved in this task. At the same

time, such a long list points to the need to strengthen individual efforts and to combine them for mutual support and interaction throughout the City.

The Newark Collaboration Group (NCG) is composed of representatives from over 200 organizations located in or serving Newark.

The Newark Collaboration Group is an effort to draw all sectors of the City into the process of improving Newark at a comprehensive scale. The Newark Collaboration Group is founded on the principle of cooperative decision making. Throughout the entire organization, decisions are reached by consensus. The ability of a small group to exercise its will increases the willingness of the majority to address minority concerns. Utilizing this method to develop common agendas for the revitalization of Newark, the Collaboration is confident that its strategies and recommendations will be acted upon and produce substantial results.

Learning and using the principles of a consensus decision making process were new to many participants in the Collaboration. A great deal of attention was paid to the processes used in structuring meetings and arriving at decisions. Special care was also taken to assure representation from a wide variety of interests on each working group formed.

The results of this attention to process included a comprehensive system for meeting announcements; the documentation of activities via minutes of meetings; a feedback mechanism for comments to the early drafts of reports, both within the working group and at other levels in the organization; and a broad representation of sectors in the preparation of written materials.

Although this attention to process was viewed by some as cumbersome, it is this very attention to the task of keeping people informed and involved that will be invaluable in the implementation of the strategic plan.

Collaboration Participants

The Newark Collaboration Group (NCG) is composed of representatives from over 200 organizations located in or serving Newark. Substantial efforts have been made to involve participants in the Newark Collaboration Group who mirror the composition of the City and who represent the public, private, nonprofit and local community sectors. Membership is open to all groups and the Newark Collaboration Group is working to improve representation as much as possible.

Based on information gathered by the Public Participation Component of NCG, over 260 volunteers are participating in NCG's work. A conservative estimate, based on the frequency of task force and committee meetings, suggests that over 10,000 hours of volunteer time have been committed to the effort. It is this wide range of participation which is essential to NCG's activities. The Newark Collaboration Group believes that positive results can only be achieved if all stakeholders and interested parties are included in its efforts.

Another essential element related to participation in the Newark Collaboration Group is the involvement of key leaders in our work. The Mayor, City Council President, County Executive, and Chairman of the Chamber of Commerce serve as ex-officio members of the NCG Executive Committee.

Additional leaders from various sectors serve on the Executive Committee and serve as Component and Task Force Chairpersons. Among the caliber of persons involved in these areas are university officials, foundation executives, corporate executives, governmental officials, nonprofit organization leaders, and other community leaders. It is this level of participation in the efforts of NCG that assures that actions can be taken as a result of the time invested.

Initial Accomplishments of the Collaboration

During its short history, the Newark Collaboration Group has already produced an impressive series of results. Among its accomplishments are the following:

- Attracting the Enterprise Foundation, a Maryland based organization, to commit to the development of 200 units of low income housing. This project is already underway.
- Contributing to the development of moderate income housing in Newark by facilitating the efforts between a private developer, Vogue Housing, and the City of Newark on land disposition and other necessary municipal approvals.
- Generating a commitment from the Local Initiatives Support Corporation (LISC) to develop a loan and grant pool for community economic development projects in Newark. Local contributions to the pool amount to over \$500,000. When fully capitalized in 1986, the total of LISC local funds will be nearly \$1 million.
- Developing a partnership between City government and the Greater Newark Chamber of Commerce to research the development of an image campaign for the City of Newark.
- Enlisting the support of the Enterprise Foundation to establish a jobs development and placement center in Newark.

The Center will focus on assisting community based organizations which currently do not have the capacity to provide this type of service.

- Assisting the New Jersey Institute of Technology and the Tool and Machine Institute of New Jersey to secure over \$250,000 from governmental and philanthropic sources to fund a business incubation facility and a training program in the machine tool industry.
- Producing and airing a series of radio broadcasts entitled "Newark: A New Perspective". The series, which consisted of four broadcasts, focused on Newark's revitalization efforts in areas such as small business and neighborhood development, the role of arts and cultural organizations, and downtown development.

These results are important for a number of reasons. First is the increased activity which they will foster in crucial areas such as jobs, housing, and neighborhood development. They are also exciting because they demonstrate the result of organizations and sectors working together. Each of the projects listed above came about because organizations were able to merge their resources toward a common objective.

Equally noteworthy is the source of funds for the projects. The Collaboration has been successful in attracting funds from outside the region, which otherwise might not have been available for revitalization in Newark. The Enterprise Foundation from Maryland, the Local Initiatives Support Corporation of New York City, and the Gannett Foundation of Rochester have become early partners in aiding the Collaboration to accomplish its goals.

During its short history, the Newark Collaboration Group has already produced an impressive series of results.

Strategic planning focuses on the critical issues, opportunities, and problems facing Newark.

Mission of the Strategic Planning Effort

The Newark Collaboration Group is committed to the redevelopment of Newark. In its broadest context, this redevelopment involves the quality of its housing stock, enhancing commercial and industrial activities, creating educational and job opportunities for Newark residents and improving Newark's competitive position in the New York/New Jersey metropolitan region.

The City, through its Comprehensive Master Plan, establishes broad public service, social and economic goals to achieve an improved economic future for Newark. The Master Plan contains policies to guide the City's growth and to assure that such growth is consistent with the health and welfare of its residents and the financial stability of its industry, corporations and retailers. The Master Plan has a long range perspective in defining a future for Newark. It speaks to all the interests in the City that have a stake in the City's future, and who, more importantly, are committed to seeing that future realized. Because it will take the entire community of Newark — residents, elected leadership, corporate interests, commercial enterprises, and institutions — to share in that commitment, a strategic planning effort is necessary to attain the future prescribed by the Master Plan.

Strategic planning has been an effectively used management tool in the decision making process of private corporations and many federal agencies. Recently it has become an activity of states and local governments who intend to face their futures on their own terms and not on terms imposed upon them by the environment. The Newark Collaboration Group is undertaking strategic planning with this intent in mind.

In its essence, strategic planning is a planning approach that translates long-range development goals into current actions. Or to state it another way, strategic planning identifies the handful of action steps that will lead to realization of long-range goals.

The common interest of the Collaboration is to assure that the objectives established for re-developing Newark will be achieved. The strategic planning activities discussed in this Plan are therefore designed to help the NCG match the City's long range objectives with the capabilities of its membership and the shorter range opportunities available to it.

Formation of the Strategic Planning Process

The Newark Collaboration Group assigned the responsibility for developing the strategic planning effort to its Strategic Planning Committee. This Committee was charged with establishing a mission for the effort, setting its goals and objectives, studying the environment, defining the issues and recommending realistic, implementable actions.

At the outset the Strategic Planning Committee established parameters for the planning activity it was undertaking. The planning process was focused around four key elements:

Scope: establishing an effort that was city-wide in scope and which focused upon major issue areas.

Scale: the process would be defined on a human scale so that it could be understood in terms to which individual residents as well as large corporations and institutions could relate.

Relationship to Environment: the planning would consider the relationship of the Newark community to its environment to assure compatibility between the Plans' objectives and resource constraints.

Achievable: there would be early "buy-in" by key interests to assure that decision-makers accepted the process and could commit themselves to seeing it successfully accomplished.

The early "buy-in" by members of the Committee and others commenting on the Committee's work was deemed very essential to a successful planning undertaking. Acceptance of the process was carried out by consensus, and opportunity for various viewpoints was amply provided.

The committee process called for focusing on key issues and four major areas were identified. A task force was established for each issue to carry out a scan of the environment and to develop strategic actions

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to be recommended for implementation. The four areas were:

- Economic Development
- Neighborhood Development
- Services
- Educational/Cultural

In its operation, each task force represented a forum of Newark stakeholders who shared their views on the issue, interpreted the environment from their perspective and developed consensus on a series of "actionable" strategies. The Committee was

successful in this endeavor because through the task forces it put together people with common interests and sparked dialogue between them that otherwise was not taking place nor with as much focus.

The task force reports provide detailed description of recommended strategies and serve as technical appendices to this plan. Below is a general summary of the report findings.

Economic Development Task Force

The Economic Development Task Force focused on short and long term strategies for improving redevelopment opportunities in Newark. The Task Force defined its approach in terms of four major objectives:

- 1 Identify key factors affecting Newark's economy
- 2 Analyze the strengths and unmet needs of Newark's economy
- 3 Consider initiatives for building on the City's strengths
- 4 Develop a short and long range plan of economic action for the City.

Neighborhood Development Task Force

This task force was charged with scanning issues that were at the community scale. Principal focus was on residential stabilization and sense of community through property appreciation and community projects.

The task force identified the elements of a strategy that would include rehabilitation of salvageable homes and apartment buildings,

new housing construction, creation of open spaces, code enforcement, community organizing concepts and home improvements loans to individuals. The task force also identified neighborhoods for targeting its pilot strategies which are further described in the appendix to this report.

Services Task Force

The Services Task Force identified critical service needs in four areas including social services, health services, infrastructure and public safety services.

A priority ranking of issues was developed in evaluating these four service areas:

- 1 Local services must be directed to improve the quality of life for local residents.
- 2 Local service improvements must be accelerated to support other development initiatives.
- 3 Service delivery must involve community leaders and individuals.
- 4 The Newark Collaboration Group's involvement in some service areas may be limited, but these services are still viewed as essential to the City's vitality.

Education/Cultural Task Force

The Education and Cultural Task Force was separated into two sub-groups — one on education and the other on culture. The issues it evaluated were:

- 1 More effective education of Newark children.
- 2 Coordination of job training and job placement activities.
- 3 Use of higher education institutions in small business support and economic development.
- 4 Development of a higher literacy level for all of Newark's residents.
- 5 Better coordination, expanded marketing, and more secure funding of Newark's cultural resources.
- 6 The role of the arts in Newark's revitalization and the opportunity for all sectors to develop mutually beneficial relationships with arts organizations.
- 7 The economic impact of the arts on city life.
- 8 The contribution to the quality of life made by Newark's art institutions, greater accessibility to the arts, and participation in cultural activities at the local community level.

Strategy Synthesis

The next phase of the strategic planning process involved testing the task force strategies for appropriateness, compatibility and priority. Criteria were used by the Committee to evaluate strategies recommended by the task forces:

Quickly Implementable - strategies were to be developed for expeditious implementation. Sponsors and resources should be in place.

Existing Commitments - the task forces were required to identify the commitment of people and resources to the implementation of the strategy.

Replicability - the strategy had to show ability to be replicated in other areas of the City, even though the resources and committed persons changed.

Linkage and Internal Support - the strategy taken in the context of the strategic planning thrust had to be able to link to broader objectives of the Collaboration. It should receive cross acceptance and mutual support from other related strategies.

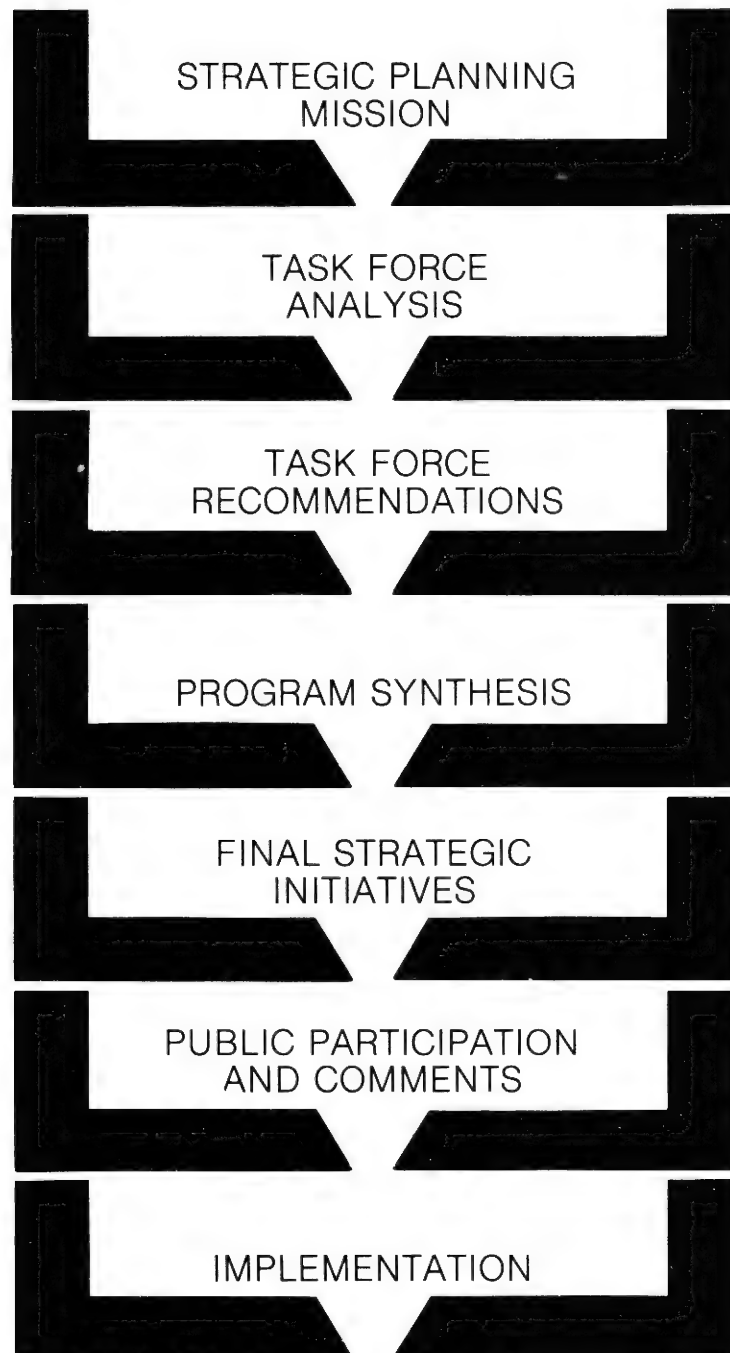
The Services Task Force identified critical service needs in four areas including social services, health services, infrastructure and public safety services.

Presentation of the Plan and Solicitation of Public Comment

The final phase of the planning process was directed toward a comprehensive distribution of the Strategic Plan and the opportunity for broad public input. The Public Participation Component of the Newark Collaboration Group developed a schedule to present the plan in various audio-visual

media and to conduct briefings, forums, public service announcements, and multi-lingual printed distribution of the Strategic Plan. The Plan itself is contained in this report and various working papers and Task Force reports which serve as additional technical appendices to the Plan.

Strategic Planning Process



Over thirty strategies emerged from the Task Force process. The Strategic Planning Committee reviewed each individual recommendation and identified those which would generate strong mutual interaction and support. Three major themes which emerged as the framework of the Strategic Plan have been termed **strategic initiatives**:

- 1 Economic Vitality - Those issues directly relating to the economic health, stability and growth of Newark;
- 2 Community Life - Those issues pertaining to quality of life and particularly Newark's neighborhoods;
- 3 Individual Opportunities - Those issues directed to improving the full potential of Newark's residents.

The heart of the Strategic Plan is in the implementation of discrete, "doable" pilot strategies. Project partnerships are being formed around each recommended strategy. This Plan sets out the context in which those strategies will be implemented -- both the broad goals upon which they are based, and the long range potential which can be achieved over time. These pilot strategies are repeatable, expandable and adaptable. Their initial successes, even if modest, point to the potential for addressing broader issues of city life in Newark in the future.

These pilot strategies are repeatable, expandable and adaptable.

In no other area of endeavor can the work of the Collaboration have a greater impact than in the economic revitalization of the City.

In no other area of endeavor can the work of the Collaboration have a greater impact and more of a challenge than in the economic revitalization of the City. Economic vitality means a broad distribution of the economic growth of the City so that the new construction of downtown Newark and the expansion of the Port and Airport is matched by a rebirth of local neighborhoods. Job expansion means jobs for the people of Newark as well as general business growth.

The strengthening of Newark as a regional center generates opportunity for every segment of society. Collaboration members must be both advocates and catalysts for full participation in Newark's new day of economic growth.

Goals for Improving Economic Vitality

1 Stimulate Development Interest in Newark to Increase Job Opportunities

In order for the City and development agencies to work effectively, a comprehensive planning effort must take place. The City must prioritize economic activities and coordinate master planning, zoning, and city real estate management policies to support economic expansion. Barriers to the formation and success of existing and new businesses must be eliminated, and new firms should be attracted. The City should help develop a better understanding of the local development process among the development community.

2 Improve Economic Growth at Community, Neighborhood, and Regional Levels

Economic development efforts in the downtown should be continued and expanded to priority areas such as University Heights, the waterfront and neighborhood commercial centers. Economic planning must be careful to incorporate local development priorities and to collaborate with community groups, residents, businesses, and institutions in formulating strategies for revitalization. Regional economic development joint venture projects which are compatible with the City's development plans should also be encouraged.

3 Broaden Investment Incentives for Economic Development

There now seems to be interest in investing in Newark. In order to strengthen Newark's appeal to investors, several areas of in-

vestigation are necessary. Much of the infrastructure of Newark is old and there are many proposed developments which cannot afford to rebuild the infrastructure as part of the price of development. This is especially true for development which would benefit the lower end of the economic spectrum. A downtown office complex may be able to afford some additional costs for infrastructure but how can housing for moderate and limited income people afford those costs and still reach those who most need the housing. Deterioration of the infrastructure is an issue beyond the capacity of any one single developer.

The Collaboration should explore issues of financial incentives and support services needed by developers. No one will want to develop in Newark unless they feel they will get the full cooperation of the City. All financial incentives must be openly advertised so that the city will maximize the interest of as many developers as possible.

No issue creates as much emotional response as a discussion of the local tax burden including reassessment, payments in lieu of taxes and tax incentives. The time has come to look at this issue as objectively as possible for the long range health of the city.

4 Create a Climate in the City which Fosters Small Business Development and Minority Enterprises

The goals of the Collaboration regarding economic vitality are filled with the general principle of shared benefits. New small businesses must be formed. Older small businesses must be expanded. The creation of a climate in the city which fosters small business developments must be one of the

first orders of activity. Ownership by Newark residents of Newark businesses needs to be encouraged. Affirmative actions by neighborhood businesses to provide job opportunities and services to the local community are goals which all Newark residents can support. The reasons why Newark has lost small local industries and commercial centers must be seriously examined, not to create an atmosphere of negativism but rather to learn of ways of contributing to the retention of business. Crime, image, availability of insurance and financing, and the educational system are chief among the factors to be examined.

5 Increase Job Opportunities Directed toward Newark Residents

Economic development in Newark must have job opportunities for Newarkers as a dominant priority. Business expansion without job expansion does not make much sense and to spend limited resources in developing jobs which might have short duration also lacks good sense. Any effort to develop permanent employment opportunities must include the study of long range employment trends.

Businesses in Newark which receive economic development assistance from the public sector should be required to hire qualified Newark residents for the jobs

created. Hiring goals and monitoring should be negotiated with the City Administration. All businesses in Newark, especially those involved with the NCG, should acknowledge a clear commitment to fairly evaluating and hiring qualified Newark residents for job openings. In these cases, voluntary hiring goals should be considered.

6 Improve the Municipal Tax Base

Much has been said about the dwindling of the city's tax base. Recent forecasts of both the city and the county in this regard have not been bright. Now is the time to study ways of improving the revenue base. The large number of parcels of land now held by the city without any value to the city is certainly a major contributor to this problem. Major development is needed which includes local support and participation. Vacant land must be seen as a valuable resource and its disposition must take place with both care and expediency.

7 Expand Participation of Institutions and Community Based Organizations in Economic Development

Not-for-profit institutions represent a valuable resource for local economic development. Joint programs by community organizations or other development sponsors should be expanded and new funding sources supporting such ventures should be pursued.

Strategies

Pilot Strategies

1 Land Development Policies and Disposition of Publicly Held Land

The City should review proposals of the current Master Plan and revise the City's Zoning Code to expedite desired economic development projects. The City should also streamline disposition of city-owned properties by classification of the inventory, development of guidelines for disposition, publishing a guidebook on acquisition procedures, and advertising opportunities for development. Contacts should also be made regarding disposition of surplus land held by other government jurisdictions.

2 Downtown and Waterfront Development

Downtown development should take advan-

tage of its regional position. This can be used to leverage small business development. Those needs of the business community which offer tax revenue, growth, and job creation should be supported. The Private Industry Council should work closely with the business community and interface with the major tenants of all downtown development in order to create maximum training and opportunity for Newark residents. The encouragement and support of employment centers which link local residents and Newark employers is a must. It can become an opportunity for Newark employers to find a work force at a reduced cost to the employer. The involvement of the entire Newark Community is to the benefit of the economic growth of downtown Newark as a regional center. It is a particular area where Collaboration can be of assistance and in the end it would mean the strength of Newark's downtown development.

The new initiative would include the creation of an atmosphere conducive to retail growth. There would be serious exploration of pedestrian malls, use of private sector police, special events and increased parking. Arts programs should be used as magnets to attract greater visibility and interest to downtown business development and revitalization. However, any effort to revitalize the downtown retail businesses cannot be done piecemeal. It also is not just an issue for the public sector. This issue belongs to all sectors, and initiation and coordination would seem to be a natural role for the Collaboration.

The development of the waterfront is a particularly fine opportunity for the City provided it is done in conjunction with other downtown development. It would seem to have an excellent regional attraction thus not taking away from the other areas of downtown but possibly even expanding its regional image. The program should offer numerous small business opportunities and job expansion potential for Newark. Opportunities for arts organizations such as art galleries and regional theater may also be feasible. Joint development with Port Authority and other major development sponsors should be explored.

3 Port, Airport and Industrial Development

The growth in Newark's airport and port has been widely publicized. Again, this offers the opportunity for business growth and a great potential for new jobs for Newark's population. There is a need to establish participation in Port/Airport Developments to guarantee Newark's participation in business and employment opportunities. The potential for growth in world trade and the utilization of regional interest in this area offers an opportunity that should not be lost and should not ignore the participation of the total community of Newark in growth. There is need to study mass transportation between downtown Newark and the Port and the Airport to make the jobs more accessible to Newark residents.

More and more industries are finding it difficult to find a work force due to the location of the industry and the type of workers needed. There seems to be an excellent opportunity to attract light industries into the center of the City. It offers the opportunity to locate industries which need a work force near people who are looking for work. It also clearly demonstrates that it is the intention of the Newark Collaboration to set as a

high priority the participation of every segment in the Newark Community in the rebirth of the City.

4 Small and Minority Business

An independent minority business council will be appointed. Its membership will include representatives of major businesses, the financial community, small and minority businesses, community organizations, City and County government and higher education among others.

The role of the council will be to increase the number of minority firms and the amount of goods and services purchasing made from minority vendors and professionals.

The Council will address its role by:

- researching the problems and opportunities of minority businesses.
- developing inventories to identify: the amount of goods and services purchased from minority vendors; the number and type of professional and technical service providers; the sources of capital available; and other information deemed necessary by the Council.
- producing, in each sector, agreed upon progressive annual goals for increased purchases from minority businesses.

The Newark Collaboration Group (NCG) will assist the council in the establishment of its initial budget after the Council prepares a preliminary plan of actions. This plan will be completed within the first six months of the council's existence.

The council will report periodically to the NCG on its progress and activities.

Locally, a program should be developed to encourage banks to issue credit for minority businesses. On a broader scale, the City and private sector should work with state and federal governments to seek new funding options such as expanding the City's revolving loan program.

The existence of small commercial centers within the city offers an excellent opportunity to improve and expand these centers of business activity. The present trend of deterioration must be reversed. These neighborhood commercial centers must be organized into local merchant associations brought together as viable advocate and sponsors of local development. The city has in the past supported a grant program to improve the facades on the stores in

The growth in Newark's airport and port has been widely publicized.

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neighborhood shopping areas. This activity should be expanded along with the revolving loan program which provides small businesses with low interest loans.

The Business Incubator program seems to offer great possibility for assistance to new forming businesses. The Business Incubator Program cannot just be super high tech but rather the initial support mechanism for businesses which will not only employ local people but in fact need local employment to exist. This type of business must be researched, sought out and assisted by such a program. An incubator model should be pursued that provides for commercial sharing; that is, the reception area, conference rooms, visual aid equipment, phone switch board, copying machines and other support facilities, personnel or equipment can be shared by a number of small beginning businesses. This reduces the amount of working capital required for a new organization.

City services are of particular importance to the small shop owner. The needs for police visibility, garbage service, and litter campaigns are clear. Capital projects such as sidewalks, tree planting, and lighting should be coordinated with the development of strip shopping centers. Parking is not only a requirement for successful downtown development but it is also necessary for neighborhood shopping improvement district and tax increment funding in order to provide the necessary funds for a coordinated program of capital development in conjunction with neighborhood business areas.

5 Enterprise Zone

The Enterprise Zone offers an opportunity to expand businesses in Newark, create more jobs and generate a more positive environment. There is need to expand the business certification program, publicize program benefits, and help small business operators with administrative matters.

Businesses which are in the Enterprise Zone should be informed of the benefits and also assisted in their participation. Technical assistance is needed to bring together small businesses with various levels of government. The private sector should support this particular type of service.

6 Development Participation by Higher Education

The presence of the University community can be a great asset to the collaboration process. The presence of so many varied academic disciplines offers a unique oppor-

tunity. Research, evaluation and direct participation in revitalization efforts are obvious ways in which the University could help improve Newark's economic vitality.

The University community also is a user of services and purchaser of products and can help to support a variety of small or minority business vendors. The research and development performed on some of the campuses could offer the products which might form the base for future center city industries. The business incubators program has started in this direction and should be developed further. The Collaboration could bring together all the interested parties and coordinate a fuller use of the strengths of Newark.

The Universities require housing resources in the surrounding community to insure their full development. This needs to be part of the plan so that a community will be developed which reflects all segments of Newark. It is a vision of Newark which is inclusive and does not waste opportunity for shared growth. The Collaboration has the ability to bring together the university community and the resident community into a plan which will benefit all.

7 Infrastructure Council and Capital Plan Report

The city's infrastructure is old and no longer adequate to meet development needs. An Infrastructure Council should be established with a management and financing focus. It could reside public awareness of the need for infrastructure investment, explore various means of funding and assist in setting priorities.

An annual Capital Plan Report for public distribution based on the city's capital program should be published. These various efforts would help to coordinate the rebuilding of the infrastructure and development.

8 Marketing Program

A marketing program should be directed at city redevelopment plans and industrial opportunities. This should include a general brochure describing development opportunities, a newsletter for wide distribution and the use of radio time. The city and the county should jointly plan marketing activities to promote regional assets.

9 Taxation and Fiscal Base Analysis

The issue of taxation and the fiscal base needs so much individual attention and is such a difficult and specialized area of

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study, it is suggested that a blue ribbon study panel be established for this one issue. The panel would initiate a comprehensive analysis of the municipal revenue structure and the potential to supplement revenues through taxation and land holding changes.

10 Research and Advocacy

There is a need to link regional economic data gathering and forecasting activities to special local needs. Market data should be made available to small business enterprises as well as agencies analyzing long range economic trends.

Appeals for state and federal funding should be based on data which reflects the economics of the local community. Advocacy for increased federal state funding to address redevelopment of urban centers should be pursued.

With improved economic vitality, a number of positive benefits can be anticipated:

Long Range Potentials

With improved economic vitality, a number of positive benefits can be anticipated:

- 1** A broadened geographic area for economic development will have an accelerating effect on revitalization. As steps are taken to reduce negative business factors, a wider spectrum of development sponsors will see the superior regional location of all sectors of Newark for industrial, commercial and residential development. Growing strength of the Newark market will allow even more emphasis on projects with higher human development returns, such as opportunities for local workers.
- 2** Improved market conditions will lead to streamlined land packaging, stronger project financing, and a greater willingness to "negotiate" with community organizations for direct local benefits.
- 3** A greater diversity of investment types can be expected as small businesses, incubators, community-sponsored developments and other projects limited only by imagination and vision spread throughout Newark.
- 4** New sources of investment capital will be needed and should be sought such as pension and welfare funds or government trust funds. Progressive steps in infrastructure and mass transit capital funding should also result in a broad overview and program response within the next five years.
- 5** Human capital -- based on growing experience in local economic development-- will be one of Newark's greatest resources in coming years. Community based organizations, universities, public and private sectors will all have the benefit of collaborative approaches to urban economic revitalization.
- 6** Finally, Newark's tax base must see a significant improvement if economic vitality is to be sustained. Return of surplus public property to the tax rolls and an in-depth examination of tax policies by all parties concerned will contribute most substantially to the city's long range economic health.

11 Cultural Institutions as an Economic and Marketing Factor

Research should be conducted on how to market the City's regional strength as reflected by its cultural activities. It is further recommended that a process of constituency building and audience stabilization be initiated by a steering committee comprising representatives of the City's cultural organizations and representatives of the City's other sectors including the business community, city residents, funders of the arts, and local government. This constituency building process should occur in three phases: research, data collection and analysis; planning; and community education and marketing. Thus, it is recommended that a detailed survey and needs analysis be commissioned as the initial step in this strategy.

At the end of the planning period, a meeting should be convened at which findings can be discussed with the leadership of the various sectors of the City to educate them to the value of cultural activities for the economic and social vitality of the City, and to secure their support.

The Community Life section of the Strategic Plan encompasses the diverse needs of those living in Newark's many neighborhoods. Many of the issues faced by local residents are citywide in scope but can be addressed most effectively at the neighborhood level.

Goals for Improving Community Life

1 Improve Living Conditions in the Neighborhoods by Emphasizing Housing Needs

These include the need for new construction to provide a net addition to total units, rehabilitation to replace dilapidated and deteriorated structures and to provide a vehicle to foster home ownership, stabilized values and an increase in units for low income residents. Goals of 1,000 new housing units and 1,000 rehabilitated units have been set for the initial pilot strategies.

2 Provide Neighborhood Support Services within the Neighborhoods and to the Fullest Extent Possible

These services include educational and cultural opportunities as well as those ser-

vices required to promote a stable living environment such as health care, police protection, recreation and retail opportunities. Each neighborhood should achieve a sense of identity through incorporating these services provisions, where appropriate, into a multiservice center.

3 Sustain and Improve Citywide Services which Impact Daily on the Quality of Life in Newark's Neighborhoods

Certainly public safety, community health, educational, cultural, and transportation services are key elements of neighborhood stability and residents' ability to maintain an acceptable living environment.

Pilot Strategies

1 Neighborhood Target Area Treatments

The elements of this pilot strategy provide a complete plan for community services and neighborhood housing improvements in an effort to foster future investments. These include the rehabilitation of salvageable homes and apartment buildings, new modular construction, creation of open/park spaces, stringent code enforcement, use of organizing to sustain concepts of neighborhood and community, the availability of home improvement loans and grants, crime prevention programs and social and human service improvements.

Upon evidence of an improved quality of community life in any or all of the initial eight pilot neighborhoods, the concept of target treatments can move on to other areas of the city.

2 Multi-Family Rehabilitation

For those neighborhoods which contain large to moderate-sized apartment buildings, specific strategies should be developed to facilitate the development of abandoned and deteriorated apartment buildings. This strategy will demonstrate the feasibility of multi-family rehabilitation projects, develop a broad financial base, and streamline procedures. As part of this strategy, a Housing Consortium should be established to pool project financing resources.

Many of the resources necessary to accomplish neighborhood multi-family rehabilitation are either present or committed in Newark. Implementation will involve the public and private sectors and a number of community based organizations.

The Community Life section of the Strategic Plan encompasses the diverse needs of those living in Newark's many neighborhoods.

3 New Affordable Housing Construction

Recognizing that new housing construction in Newark should not be exclusively for one income level, a range of new affordable housing should be encouraged by a collaborative effort between the public and private sectors. The strategy must include actions to expedite market analysis, site assemblage, and financing assistance which will stimulate housing production.

4 Multi Service Centers

Social service delivery must be provided with more sensitivity to client needs in the neighborhoods. In an effort to achieve the goal, case management should begin at the local (neighborhood) level. Multi-service centers should be established to integrate a range of service needs accessible within the neighborhood. These services include health and social as well as educational and employment assistance.

From a management perspective, a multi-service approach should be implemented in order to improve case supervision and liaison with city-wide service providers. In essence, one case manager would handle all client coordination. The result would be the reduction of duplicative efforts and a more sensitive approach toward the client.

Multi-service centers should initially be established in targeted neighborhoods with the intent to expand to others at a later date.

5 Educational Partnerships

The model of a corporate/school partnership should be expanded to an elementary school in each of the targeted neighborhoods. Each elementary school has identified its needs, and the corporation adopting the school will work with the School Improvement Team to address the specific school needs. The corporate partners will take the lead in developing other partners who may be necessary to make the partnership work.

6 Educational Council

It is recommended that a Council on Education in Newark be formed based on the model of the Council on Higher Education in Newark (CHEN). The Council on Education in Newark would include such members as the Newark Public School superintendent, the head of the Archdiocese Schools, a representative of an independent school, the superintendent of the Essex County Vocational Schools, a representative of CHEN,

director of the Newark Literacy Campaign, community representatives, a corporate representative, the president of the Newark PTAs, and president of the Newark Teacher's Union. These leaders would meet once a month to exchange information and to develop a close working relationship which will ultimately result in cooperative educational ventures.

The need for such a group has been very evident during the last few years in the lack of communication, the resulting lack of effective coordination of resources and activities, and the duplication of effort. By formalizing communication of leaders from the key sectors, more efficient and effective use of resources will result. The immediate task for the Council on Education in Newark would be to coordinate and monitor the pilot partnerships and bring new partnerships to fruition.

7 Cultural Programs

As a means to achieve better coordinated planning and marketing of cultural activities in the City, a restructured Arts Council should be established. The current Newark Arts Council functions as a networking system between arts organizations. This Arts Council has operated without a budget and has a membership of 190 artists. It provides a good basis for the structuring of a new Arts Council. The New Arts Council will engage in activities including, but not limited to, the coordination of proposed music and ethnic festivals, ongoing promotion of cultural and entertainment events in the city, coordinating the scheduling of such events, advance ticket sales, group and subscription marketing sustaining patronage and marketing all Newark arts organization, and producing directories of arts activities and events for dissemination to various audiences and communities and collective fund raising. The Arts Council membership should be made up of all presenting, performing, and training arts organizations and individuals within the Newark community. The Arts Council should have a paid staff and the membership should pay an annual sustaining fee. The Arts Council's Board of Directors should have representation of major and emerging arts organizations, corporate community leadership, philanthropic organizations, churches, community and city government.

Recognizing that new housing construction in Newark should not be exclusively for one income level, a range of new affordable housing should be encouraged by a collaborative effort between the public and private sectors.

Social service delivery must be provided with more sensitivity to client needs

The model of a corporate/school partnership should be expanded to an elementary school in each of the targeted neighborhoods.

It is recommended that a Council on Education in Newark be formed based on the model of the Council on Higher Education in Newark (CHEN).

8 Community Development Capabilities

A program should be established that will assist community based organizations to undertake increasingly complex projects in housing development, economic and neighborhood development, employment, job training and education. Funding and shared technical experience should be directed toward projects which strengthen local capability to pursue neighborhood development activities, facilitate manufacturing, high tech or service industries or develop joint programs with the public sector.

9 Health Services

Recognizing that public health issues are critical for all Newark residents, a Newark Health Services Providers Council should be established to aggressively mount a lobbying effort on behalf of all Newark health care providers and for the betterment of all the city's health care needs, e.g. infant mortality, pre-natal care, nutrition, preventive medicine, elderly health services, AIDS, and substance abuse. In addition, the expansion of neighborhood outpatient clinics and the involvement of locally based physicians must be pursued.

Local involvement of the Drug Abuse Advisory Council should be expanded to reduce substance abuse via education and prevention activities.

10 Public Safety Liaison

The systematic implementation of the recommendations of the 1984 Police Operations Review should be supported and assisted with the formation of an active community-based liaison. Included in the implementation process is the Department's plans for the gradual civilianization of administrative positions in the Communications Center thus serving a two-fold purpose -- the opportunity for community residents to enter law enforcement jobs and the return of uniformed police officers to the streets. Additionally, emphasis on neighborhood crime prevention programs, such as block watchers, volunteerism, educational programs in the schools and Police Athletic League activities, must be expanded.

Relative to Fire Department operations, closer coordination and cooperation between fire inspectors and other city and county health and safety inspectors would greatly decrease existing code violations. In addition, new curricula should be developed and the re-emphasis of fire prevention in the public schools promoted. While realizing

that more efficient fire fighting practices foster the closing of local fire stations, interaction with long range capital programming is essential in light of other neighborhood stabilization goals.

11 Neighborhood Recycling

It is recommended that practical plans for the recycling of newspaper, aluminum, glass and other materials be included in development plans for Newark's neighborhoods. Through the development of six to nine neighborhood collection recycling centers, six percent of Newark's total waste would be recycled. Thus, reduction in municipal disposal costs and the creation of small business opportunities, community based organization enterprises and employment would result.

12 Service Privatization

It is recommended that a study commission be formed to develop contract service capability for Newark's community based organizations. This group would provide liaison with pilot city departments such as park management, sanitation and street repair. Support for departmental participation would be solicited by the study group by generating typical contracts, bidding procedures, bidders' lists, and performance criteria. The group would also support community based organization participation through central technical assistance.

13 Special Transit Needs

Adequate transit service for local residents is critical to neighborhood residents. Continued community participation in route scheduling is recommended. The City and other job placement agencies should work with New Jersey Transit to maximize the impact of special commuter lines to in-city and out-of-city work locations with particular attention to those potential workers living in Newark's neighborhoods.

As a means to achieve better coordinated planning and marketing of cultural activities in the City, a restructured Arts Council should be established.

Recognizing that public health issues are critical for all Newark residents, a Newark Health Services Providers Council should be established to aggressively mount a lobbying effort on behalf of all Newark health care providers and for the betterment of all the city's health care needs, e.g. infant mortality, pre-natal care, nutrition, preventive medicine, elderly health services, AIDS, and substance abuse.

Long Range Potentials

As the success of these community life strategies takes hold and improvement becomes evident, it is the intent to expand the appropriate concepts and programs to other neighborhoods in the city. With this neighborhood targeting approach, monitoring and program adjustments can be accomplished as needed.

- 1 Upon the establishment of individual neighborhood multi-service centers, the formation of a network of multi-service centers is envisioned providing coordinated local, grass-root services; a common focus for health service and human service delivery; and a comprehensive referral system capacity.

- 2 Through the privatization of select city services such as recycling, police administrative functions and park maintenance, the effectiveness and efficiency of city services will be improved and direct payback to the community will be enhanced.

- 3 Finally, through efforts to build strong self-help community development capabilities into Newark's community based organizations, they will become a more pro-active participant in improving the quality of neighborhood life -- in effect becoming a clearinghouse for many of the residents' needs.

The local economy, like the economy of the United States, is shifting from an industrial economy to a technological one.

A primary purpose of the entire strategic plan is to improve opportunity for Newark's residents. While the pilot strategies under economic vitality and community life are ultimately intended to further this purpose, the pages that follow spell out more precisely the pilot strategies which are directed specifically toward improving individual opportunity.

Goals for Improving Individual Opportunity

1 Improve the Education of Newark's Young People

The schools in Newark are in crisis. The public schools must develop strategies to prepare the young people of Newark either for job entry or to go on to higher education. The parochial schools must achieve a sounder financial base or risk closing. All the schools -- public, parochial, or independent -- have physical plants which are in dire need of repair or replacement.

Specific objectives to improve the education of Newark's young people include:

- Starting in the elementary schools, improve the acquisition of basic skills through language development, including reading, writing and composition, and through the development of computer and problem solving skills.
- Create programs which will help to reduce the dropout and truancy rate, particularly at the secondary level.
- Create programs which will help to create an orderly and safe environment in which learning can take place.
- Educate parents to their children's educational needs and create a closer relationship between the schools and the parents so that parents are more involved in their children's education.
- Improve teaching skills of Newark's teachers.
- Provide staff development to bring about more effective in-school guidance and counseling for problems such as teenage pregnancy and discrimination.
- Develop ways to achieve job readiness for the technological and corporate environment.
- Raise the level of college readiness and increase the pool of students who go on to higher education successfully.
- Develop sounder financial support for the parochial and independent schools.
- Enhance leadership development among Newark's youth.
- Raise the literacy level among students in need of remedial work.
- Encourage accountability to parents and children through frequent monitoring of student progress by means of both standardized tests and other forms of measurement.

2 Broaden Job Training and Placement Efforts for Newark's Adults

The local economy, like the economy of the United States, is shifting from an industrial economy to a service and technological one. Unemployed Newark residents must learn skills appropriate to the new economy if they are to keep jobs. These skills include the ability to work in the computer, space, and health industries.

Program objectives in this area are to:

- Identify the unemployed and evaluate their needs and potentials.
- Expand and update training programs so that they provide Newark residents with the skills needed for today's technological and corporate jobs.
- Coordinate the city's job training skills centers, placement agencies, literary programs, and social/educational support services. Provide continuous coverage from initial identification through post-placement evaluation.

Local dissemination of information on employment opportunities must be improved.

In addition to better employment opportunities, another way to raise the economic level of Newark's residents is through entrepreneurship.

Special populations in Newark, such as single mothers, out-of-school youth, the homeless, the elderly, and recent immigrants require stepped up assistance of varying kinds, if headway is to be made in changing the present social structure which traps them in a web of hopeless poverty.

- Encourage broader participation by local employers to advertise jobs. As indicated in the Economic Vitality strategies, all businesses in Newark should commit themselves to fair evaluation and hiring of qualified Newark residents.
- Provide special programs for out of school youth through neighborhood-oriented tutoring, pre-vocational training, literacy and other remedial education.

3 Improve Individual Economic Opportunity through Entrepreneurial Management Assistance.

In addition to better employment opportunities, another way to raise the economic level of Newark's residents is through entrepreneurship. Small businesses still form the backbone of the state's and nation's economy. The need in Newark for many kinds of small businesses is great; yet the national failure rate for small businesses is very high. Thus, management assistance is crucial in successful entrepreneurship.

The objectives in providing this assistance are to:

- Provide entrepreneurship training.
- Develop incubator space for industry.
- Provide individual consulting assistance in establishing and funding small businesses in the City.

4 Improve Support Services for Target Populations

Special populations in Newark, such as single mothers, out-of-school youth, the homeless, the elderly, and recent immigrants require stepped up assistance of varying kinds, if headway is to be made in changing the present social structure which traps them in a web of hopeless poverty.

Specific objectives in regard to these populations are to:

- Improve response to physical and environmental problems of special population groups, including improved shelters, halfway houses, and permanent housing for the homeless; housing and support services to recent immigrants; and a comprehensive examination of service assistance to the elderly population.
- Develop educational, environmental, and social psychological support services for teenage and other single mothers, including expanded day-care assistance; 24 hour care facilities for mothers unable to find daytime work; housing assistance; and recreational and remedial education programs including literacy training.

5 Improve the Quality of Life for Newark's Residents

The attraction of living in a city lies in the many opportunities a city offers to enhance the cultural, intellectual, and spiritual life of its residents. To fulfill its potential, Newark must have these opportunities. Thus, the objectives in this area are to:

- Improve the literacy of the City's residents.
- Strengthen and expand cultural activities for Newark's residents.
- Provide additional recreational activities, especially for targeted populations in local neighborhoods.
- Establish a cultural policy that articulates the importance of culture to the quality of life and overall well being of the city.
- The arts are a catalyst for business development. Performing arts space should be included in plans for downtown development along with rehearsal and performance facilities, art workshops, and performance arts training facilities throughout the community.

Pilot Strategies

Educational Partnerships

The education of Newark's young people should be improved by developing model partnerships among higher education institutions, corporations, community agencies, churches, other educational agencies and educational advocacy groups with the K-12 schools in Newark.

2 Job Training and Placement

Job training and placement efforts should be broadened by forming a city-wide Training and Placement Correction Organization to coordinate identification of the unemployed, training, placement, educational and social support services and follow-up activities of the community placement services, the city and county agencies, the Private Industry Council, the Council on Education, and the Council on Higher Education.

3 Entrepreneurial Assistance

To improve individual economic opportunity, the following actions are recommended:

- The universities in Newark will provide broader entrepreneurial training through the Rutgers Center for Entrepreneurial Management, the HUB program at Essex County College, and the Small Business Development Center at New Jersey Institute of Technology.
- New Jersey Institute of Technology, the University of Medicine and Dentistry, the HUB program at Essex County College, and other community-based agencies will develop incubator space for industry.
- The Rutgers Center for Entrepreneurial Management, the HUB program at Essex County College, and other agencies both within and outside the universities in Newark will provide consulting services to individual entrepreneurs.

4 Target Populations

To improve support services for target populations the following actions are recommended:

- Form two to three pilot multi-service centers located strategically in targeted neighborhood areas.
- Establish a city-wide support network for single mothers, including expanded child care services, transportation, specialized prevocational employment/training/place-ment services; and interface via neighborhood multi-service centers. A council to coordinate all services for single mothers would also be established.
- Use existing neighborhood centers and churches for informal, recreational and prevocational guidance, including literacy development for youth who have dropped out of school.
- Develop a housing mobility strategy for the homeless, drug abusers, and mentally disabled. Provide housing resources such as halfway homes and affordable housing, as well as, counseling and educational support services.

5 Individual Quality of Life

To improve the quality of life for Newark's residents, the following actions are recommended:

- The services of the Newark Literacy Campaign, and other literacy programs such as Literacy Volunteers of New Jersey, Project Read and Reading Naturally should be emphasized to help adults gain sufficient reading skills to compete with confidence in the job market, to develop tutoring programs city wide for targeted populations and to provide delivery of reading instructional services to citizens of all ages.
- A study should be made of the financial support the cultural institutions in the city require in order to survive and to provide opportunities for a rich cultural life to all Newark's residents.

The attraction of living in a city lies in the many opportunities a city offers

Job training and placement efforts should be broadened

The services of literacy programs should be emphasized to help adults gain sufficient reading skills to compete with confidence in the job market, to develop tutoring programs city wide for targeted populations and to provide delivery of reading instructional services to citizens of all ages.

Strategic planning must be structured for changing conditions and opportunities.

Long Range Potentials

- 1** In three to five years, supplementary programs in all public, parochial, and independent schools should be in place at both elementary and secondary levels.
- 2** Comprehensive support for unemployed residents should be available in all neighborhoods within five years.
- 3** Entrepreneurial management consulting and training should be available to all potential small business operators in Newark within three years.
- 4** Targeted populations should have support services in place throughout the city's neighborhoods by 1990. As a result of increased education, training, literacy development, psychological, social, and physical support services, the growth of these populations should begin to level off by the early 1990's.
- 5** The development of a higher level of literacy, fuller employment, and better education should begin to produce an audience with the leisure and interest to participate in the opportunities presented by Newark's cultural institutions.
- 6** A housing project for artists to coincide with arts project development should be established.
- 7** Newark's population should have full utilization of the cultural resources of the City. An implemented policy for stabilization of arts institutions, organizations, and individuals serving the City should be in place.

Adopting A Dynamic Strategy For Newark

Strategic planning must be structured for implementation yet be flexible in order to respond to changing conditions and opportunities. It is also important to include constant input on progress and priorities from all sectors concerned with the work of the Collaboration.

The variety and extent of strategic initiatives reflect the diversity of the City itself and the many elements which contribute to its long range vitality. Specific actions will be started for each strategic initiative and realistic milestones will be targeted. These working programs are best drafted by those who are committed to participate in them, in order to define specific responsibilities, costs, benefits, and timing. What will be needed in the coming months is to draw these initiatives together into a common effort.

The Newark Collaboration Group will initiate a coordinated, dynamic process to assure the highest potential for success in Economic Vitality, Community Life, and Individual Opportunity. Areas which will be the focus of the Collaboration Group's attention include the following priorities:

- 1 Remove obstacles blocking the implementation of any initiative.** NCG members will work to counteract obstacles - whether financial, administrative, or jurisdictional -- which are encountered in the process of bringing each pilot strategy to reality.
- 2 Take advantage of emerging opportunities.** The NCG will monitor new support resources and incentives which provide further support for each project. A central clearinghouse function is envisioned which would make all Collaboration members aware of these opportunities.
- 3 Link projects for mutual reinforcement.** In many cases, projects can help one another simply by teaming efforts and spinoff benefits between projects. Extensive coordination will be provided to take advantage of every such opportunity.
- 4 Maintain a realistic but aggressive time table.** The Collaboration Group will draft a time table and monitor progress as the means for merging various projects and assuring timely results.
- 5 Document progress in each area.** It will be important to disseminate information on what are proving to be workable pilot strategies and to expand these initiatives into other areas. To the greatest extent possible, demonstration projects should be directly translated into more comprehensive treatment programs at an early date.
- 6 Incorporate local input and feedback.** The implementation process will incorporate close local input on priorities and a method for project partnerships to receive constructive evaluation from the Collaboration membership.
- 7 Refine the long range direction of strategic planning in Newark.** One of the elements of the strategic initiatives program will be to review its direction and relation to other activities throughout the City. It is anticipated that the future direction and emphasis will undergo a constant refinement process and will direct the allocation of resources towards the most effective objectives.

The variety and extent of strategic initiatives reflect the diversity of the City itself and the many elements which contribute to its long range vitality.

Conclusion

The future of this Strategic Plan for Newark is an exciting one. Its potential stems not from the genius of any particular project, but the cumulative benefit to be derived from the entire concept. Together these strategic initiatives can work and grow to have major impacts on improving the quality of life and the economic soundness of the City and all its people. We look forward to our continued collaboration in this effort.

Task Force

The Neighborhood Development Task Force was responsible for determining strategic initiatives specific to Newark's neighborhood areas. The Task Force concluded that various improvement efforts should be concentrated for maximum impact and mutual reinforcement. While a number of city-wide strategies were identified, the Task Force emphasized the gradual introduction of coordinated housing rehabilitation, new construction, and neighborhood improvements. During the planning process, it became apparent that strategies generated by other Task Forces would be most effective if targeted to the same initial areas, and the concept of "first tier" neighborhood treatment areas emerged as a major recommendation of the Task Force.

While each of the initial neighborhood areas has strong potential for revitalization, this listing is viewed neither as exclusive nor static. The Neighborhood Development Task Force strongly recommended that the list be expanded as soon as adequate resources are available to address neighborhood deficiencies in a comprehensive manner.

Preliminary Criteria

For the purpose of recommending initial target areas to the Newark Collaboration Group, the Neighborhood Development Task Force outlined the following minimum criteria:

- 1 The area must demonstrate strong suitability for revitalization in terms of economic feasibility. Of particular importance, were a reasonable inventory of moderately sized multi-family buildings and/or sites for new housing construction.
- 2 Contiguous areas should demonstrate signs of private reinvestment and/or general stability.
- 3 The area should be highly visible in order to leverage public awareness of investments made in the neighborhood.
- 4 Community groups and project sponsors should be identifiable as a means to speed local initiatives and representative planning.
- 5 Ongoing rehabilitation, construction, or self-help activities should be present in the area as indicators of local commitment to revitalization.
- 6 The area should demonstrate a stable level of public amenities (parks, schools, and services) which would support a viable residential neighborhood.

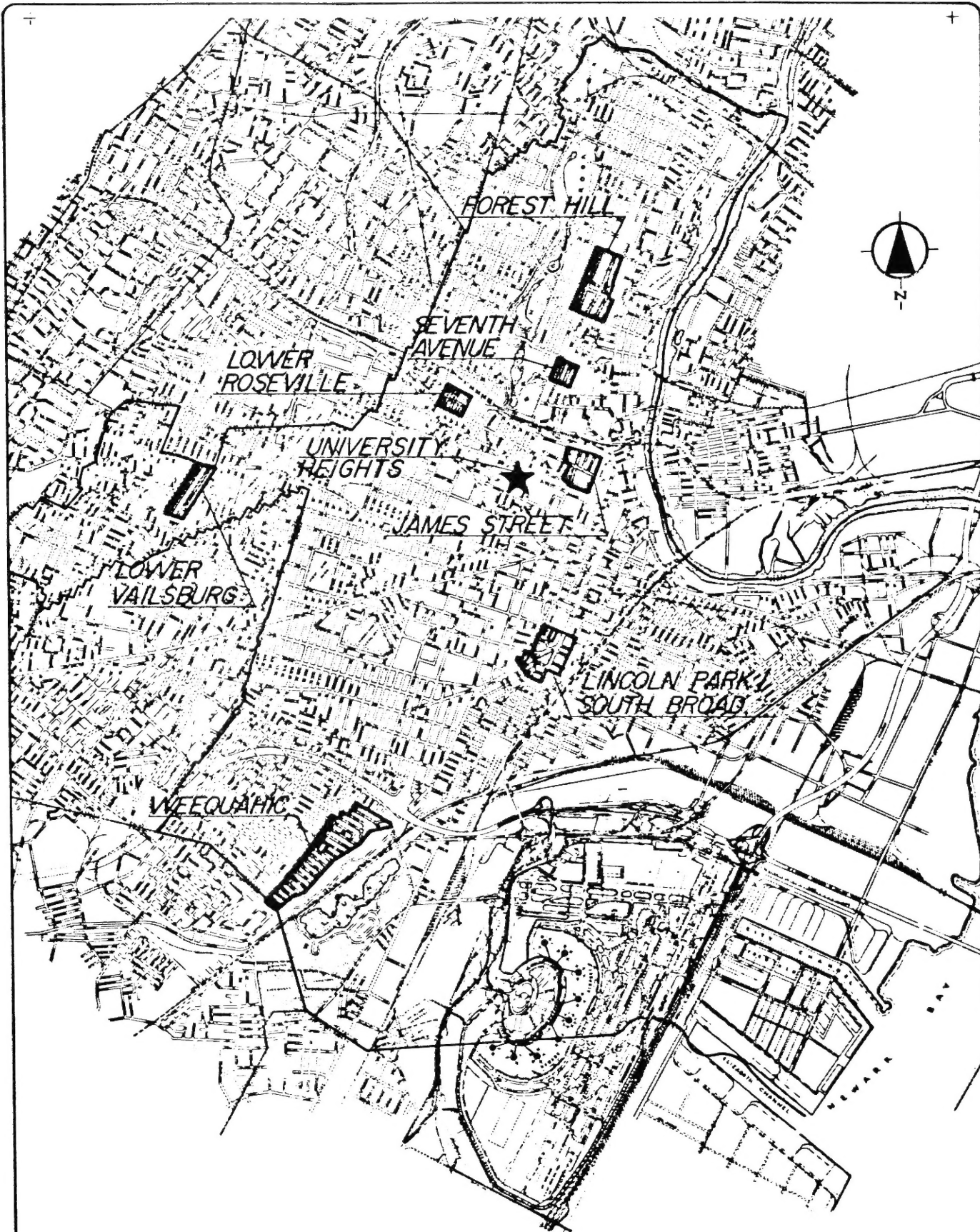
As part of the screening of target neighborhoods, the University Heights area was included in the selection process due to ongoing plans there by educational institutions, the City of Newark, and local organizations and residents.

Proposed Target Areas

Eight neighborhoods were selected as "first tier" target areas. They are the following:

- 1.** Forest Hill (Mt. Prospect Avenue between Arlington Avenue and Third Avenue).
- 2** James Street (generally bounded by University Avenue, Central Avenue, Boyden Street, and Orange Street).
- 3** Lincoln Park/South Broad (generally bounded by West Kinney Street, Orchard Street, Thomas Street and Washington Street).
- 4** Lower Roseville (bounded by Orange Street, Fourth Street, Sussex Avenue, and Roseville Avenue).
- 5** Lower Vailsburg (bounded by South Orange Avenue, West End Avenue, Lindsley Avenue, and Sunset Avenue).
- 6** Weequahic (generally bounded by Elizabeth Avenue, Grumman Avenue, Bergen Street, and Meeker Avenue).
- 7** Seventh Avenue (bounded by Park Avenue, Cutler Street, Sixth Avenue, and Clifton Avenue).
- 8** University Heights Area

Characteristics of these proposed areas and their potential for revitalization are described in detail in the technical documents generated by the Neighborhood Development Task Force. The Task Force envisioned the development of an individual program for each neighborhood containing a combination of actions to achieve overall goals for the particular area. These programs, although tailored to each neighborhood, would utilize collaborative strategies being generated by various elements of the Strategic Plan.



STRATEGIC PLAN
NEIGHBORHOOD TARGET AREAS

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